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**SURVEY OF JUNIOR OFFICER RETENTION: III.
WHY SOME USNR OFFICERS REQUEST VOLUN-
TARY RECALL TO ACTIVE DUTY**

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**Naval Personnel Program Support Activity
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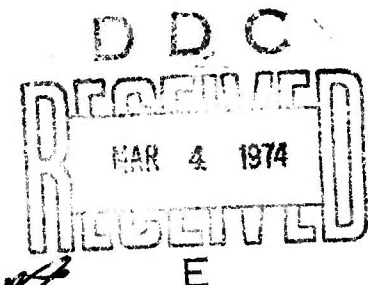
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Washington, D. C. 20390



SURVEY OF JUNIOR OFFICER RETENTION:
III. WHY SOME USNR OFFICERS
REQUEST VOLUNTARY RECALL
TO ACTIVE DUTY

EMANUEL P. SOMER

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SUMMARY

The purpose of this ~~part of the~~ Junior Officer Retention survey was to assess some of the reasons why USNR officers request voluntary recall to active duty.

There were 46 officers in the sample with 1105, 1315, and 1355 Designators. Three-fourths were Lieutenants and the remaining were Lieutenants (junior grade).

These officers had generally been away from active duty about one year or less (67%), almost half (43%) were OCS graduates, 85% were college graduates, and most of them (78%) were in the 26-29 age group.

Their main reasons for having applied for a commission were a desire for a position of prestige and responsibility, a liking for ships and the sea, and wanting to fly airplanes. The two main reasons for leaving active duty had been the desire to continue their education and to do the professional work for which they had been trained.

During the period between release to inactive duty and return to active duty, about half (52%) had been affiliated with a Naval Reserve unit, 77% had increased their education or training, 78% had had at least one full-time job, and the most frequent (33%) income level from their first full-time job was \$500 per month.

Most (74%) thought that their Navy income would be equal to or better than expected civilian income for the next five years; however, only 50% thought this for their lifetime financial attainments.

Only 26% had been positively interested in a Navy career at the end of their third year of active duty while almost all (98%) were interested at the time of the survey.

The most favorable features of a Navy career as seen by these men were "opportunity for new experiences" and "retirement pay."

Over half (59%) indicated that they hoped to attain the rank of Captain or above, and most (63%) expected to complete 25 or more years of Navy service.

Almost all (97%) of the married men indicated that their spouses were quite favorably disposed toward their making the Navy a career.

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PURPOSE

The purpose of this survey was to answer the following four questions posed in memorandum of 6 May 1963 from Pers B1c to Pers 15, concerning Officers in the ranks of Lieutenant and below and in designators 110X, 131X, and 135X:

1. Why USN officers resign from the Navy.
2. Why USNR officers request release from active duty upon completion of their basic obligation.
3. Why USNR officers request transfer to the regular Navy.
4. Why USNR officers request voluntary recall to active duty.

For this purpose three separate questionnaires were constructed: one to be administered to junior USN and USNR officers resigning or requesting release from active duty; one to be administered to junior USNR officers requesting transfer to the regular Navy; and one to be administered to junior USNR officers voluntarily recalled to active duty.

PROCEDURE

The three questionnaires were administered to appropriate junior officers for a period of one year beginning in July 1963. The respondents' questionnaires were accumulated over this period in the numbers indicated in Table 1:

TABLE 1

Number of Questionnaires Received

| | 110X, 131X and 135X | Other | Total |
|-----------|------------------------|-------|-------|
| Leavers | 1,402 | 958 | 2,360 |
| Stayers | 180 | 49 | 229 |
| Returnees | 46 | 16 | 62 |
| TOTAL | 1,628 | 1,023 | 2,651 |

Since this survey was aimed at the 110X, 131X, and 135X officers, the results discussed below are based exclusively on the returns from those officers. Questionnaires received from officers in categories other than 110X, 131X, and 135X were not considered in the analysis of the results.

In order to answer the four questions cited above, this survey is reported in three parts: Part I, dealing with the question, why USN officers resign from the Navy: Part II, dealing with two questions, why USNR officers request release from active duty upon completion of their basic obligation and why USNR officers request transfer to the regular Navy: and Part III, why USNR officers request voluntary recall to active duty. This report is Part III of the series of three and analyzes the results of the 46 officers with designators 1105, 1315, and 1355 who voluntarily returned to active duty.

RESULTS

Description of Sample

Source of Commission, Rank and Designator. The two most common sources of commission were CCS (43%), and Naval Aviation Cadet/V-5 (20%) as shown in Table 2. The sample was comprised of only two ranks, Lieutenants (72%) and Lieutenants (jg) (28%). Sixty-three percent were in the 1105 category, 28% were in the 1315 and 9% were in the 1355 categories. Sixty-four percent and 34% indicated their period of recall was 2 years and 3 years respectively, and 2% indicated 4 years. About 1 in 4 of this sample were away from active duty less than 1 year, 43% 1 year, 18% 2 years, 13% 3 years, and 2% were away 4 years.

TABLE 2

Source of Commission

| SOURCE | PERCENT |
|---------------------------------|---------|
| Naval Academy | 09 |
| Merchant Marine | 09 |
| Aviation Officer Candidate | 04 |
| NROTC (Regular) | 07 |
| NROTC (Contract) | 02 |
| Officer Candidate School (OCS) | 43 |
| Reserve Officer Candidate (ROC) | 04 |
| Naval Aviation Cadet / V-5 | 20 |
| Other | 02 |
| TOTAL | 100 |

Education. At the time of return to active duty 85% of these officers were college graduates including 7% who had some post graduate work. About 1 in 8 had some college but no degree and 2% had only a high school education. With respect to college major, the two most frequent were social science (44%), and engineering or architecture (13%).

TABLE 3

Education

| LEVEL OF EDUCATION | PERCENT |
|------------------------------------|---------|
| High school graduate | 02 |
| Some college | 13 |
| College graduate | 78 |
| Graduate work with no degree | 05 |
| Graduate work with Master's degree | 02 |
| TOTAL | 100 |

Age, Marital Status and Number of Dependents. More than three-fourths (78%) of these officers were in the 26-29 age group; 67% were married with 13% having married after leaving active duty in the Navy. Three in 10 had no dependents, 15% had one dependent, 17% had 2 dependents, 26% had 3 dependents, and 11% had 4 or more dependents.

Service Experiences

Reasons for Seeking a Commission. The reasons given for applying for a commission are shown in Table 4. The three most frequently checked reasons were "prestige and responsibility", "liked ships and the sea", and "wanted to fly airplanes." Approximately 1 in 10 respondents chose "some other reason" for applying for a commission.

TABLE 4
Reasons for Applying for a Commission

| REASONS | PERCENT |
|---|---------|
| I wanted a position of prestige and responsibility | 41 |
| I liked ships and the sea | 20 |
| I wanted to fly airplanes | 15 |
| To obtain the benefits of a subsidized education | 04 |
| To avoid going into another arm of the military service | 04 |
| Patriotic reasons | 04 |
| I wanted travel and adventure | 03 |
| Some other reason | 09 |
| TOTAL | 100 |

Navy Training. More than 8 in 10 reported having received Navy training other than college and basic officer training. Half of those who had received training received up to 3 months, 18% received 4 to 6 months and 32% received more than 6 months of training.

Navy Duty Experience. Twenty-six percent had up to 36 months of active duty in their last tour of active duty, 38% between 37 and 48 months, and 36% had completed more than 48 months.

Almost 9 out of 10 (89%) indicated they had sea duty during their last tour of active duty. Of those who had sea duty, 25% had 12 to 24 months, 29% 25 to 36 months, 36% 37 to 48 months, and 10% had more than 48 months of sea duty.

Less than 1 in 10 (9%) indicated they served on active duty as an enlisted man in the Navy (other than Officer Candidate time).

Regular/Reserve Status. Fifteen percent of these officers were in the Regular Navy during their last tour of duty. Among the officers who were Reserves at the time, 79% had been given an opportunity to request retention or apply for commission in the Regular Navy during their last tour of active duty but did not want it; 8% applied but were not accepted, and 13% were not given the opportunity to request retention or apply for the Regular Navy.

When asked if they intended to apply for a Regular Navy Commission in their current tour of duty, 93% indicated they would, 7% said they did not know.

During their last tour of active duty, 36% submitted a request to extend their tour of active duty beyond their initial period of obligated service. Sixty-four percent did not ask for this extension. All officers in this sample who asked for an extension were accepted.

Reasons for Leaving Active Duty. Respondents were asked to check one main reason, in a list of six, for not remaining on active duty. Results are summarized in Table 5. Of the specific reasons listed, 23% indicated "wanted to continue my education," and 20% "wanted to do the professional work for which I had been trained,"* while 30% indicated "some other reason."

* When asked about the extent to which they were given the opportunity of directly using their undergraduate specialty while on duty, 50% answered "to some extent" or "quite a bit" and 46% indicated "very little" or "not at all" which indicates a consistency between this reason for leaving the Navy and use of academic major while in the Navy.

TABLE 5

One Main Reason for Not Remaining on Active Duty

| REASON | PERCENT |
|---|---------|
| Wanted to continue my education | 23 |
| Wanted to do the professional work for which I had been trained | 20 |
| Did not want to be away from home so much of the time | 13 |
| Thought I could make more money in a civilian job | 07 |
| Wanted to start my own business | 07 |
| Some other reason | 30 |
| TOTAL | 100 |

Civilian Experiences

Affiliation with Naval Reserve. More than half (52%) of the sample were actively affiliated with a Naval Reserve unit during the period between release to inactive duty and recall, and none had ever been involuntarily recalled to Active duty in the Navy.

Employment Experience. Less than 4 in 10 (36%) indicated they had a job waiting for them when they were released to inactive duty. More than 6 in 10 indicated that their Navy training and experience helped them to get a civilian job while 3 out of 10 indicated that their Navy experience and training did not help at all in finding civilian employment. Approximately two-thirds (65%) of the respondents had one full time job, 13% had two full time jobs and 22% had no full time employment between leaving active duty and recall. About half (52%) of the respondents found full time employment in a civilian job within one month after leaving active duty and an additional 20% found full time employment between 1 and 3 months after leaving active duty.

A summary of how much money respondents earned in their first full time job after leaving active duty is shown in Table 6. Eleven percent earned less than \$500 per month and almost half (49%) earned \$500 or \$600 in their first full time job.

Forty-two percent of the respondents earned an average of \$400 to \$599 per month during the inactive duty period preceeding recall, 31% earned an average of \$600 or more, while 27% had earned less than \$400.

About 6 in 10 indicated that their income was what they had expected when they were released to inactive duty. About one-fourth indicated they earned less than they had expected and approximately 1 in 10 earned more than they had expected when they were released to inactive duty.

TABLE 6
Earnings from First Full-Time Job

| EARNINGS | PERCENT |
|------------------------------|---------|
| Did not have a full-time job | 22 |
| Less than \$500 a month | 11 |
| \$500 | 33 |
| \$600 | 16 |
| \$700 | 11 |
| Over \$700 | 07 |
| TOTAL | 100 |

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Education Experience. Over three-fourths (77%) had some type of schooling or training after leaving active duty status. Twenty-three percent of the sample had attended undergraduate college and 23% attended business or commercial schools. Approximately 1 in 10 attended graduate school and one-fifth attended some other type school or training.

Of the men who had formal schooling while on inactive duty, 1 in 5 had over a year of such formal education.

Size of Community at Time of Return to Active Duty. About half (48%) of the sample came from a community with over 100,000 population, 26% from a community of 25,000 to 100,000, 18% from communities of 2,500 to 25,000 people, and 8% came from communities of 2,500 people or less.

Career Motivations

Comparative Opportunities of Navy and Civilian Life. The respondents were asked to compare their probable financial attainments in the Navy vs. civilian life during the next five years and over their lifetime.

Thirty-nine percent indicated that for the next five years there would be no difference financially between civilian and Navy life, while 35% indicated they would be financially ahead in the Navy, and 26% indicated they would be ahead financially in civilian life. However, when asked to compare their lifetime financial attainments, 50% indicated they would be ahead in civilian life, 33% indicated they would be ahead in the Navy and 17% indicated that it was about equal between civilian life and the Navy.

Navy Career Interest. The respondents were requested to indicate their interest in the Navy as a permanent career at six successive points in their Navy association:

1. When first applying for officer training.
2. When officer training was completed.
3. After first year of active duty.
4. After second year of active duty.
5. After third year of active duty.
6. At time of questionnaire administration.

Assuming that the results of this retrospective query, which are summarized in Table 7, correctly represent attitudes over a period of 3-4 years, it is apparent that interest in a Navy career changed favorably with time. There was a steady increase in career interest from 11% at time of application to 26% after 3 years of active duty and 98% at the time the respondents answered the questionnaire.

TABLE 7

Recalled Career Interest at Various Times of
Association with Navy

| TIME OF ASSOCIATION | No Interest | Un- Decided | Career Interested | Total |
|---------------------|----------------|----------------|----------------------|-------|
| On application | 31% | 58% | 11% | 100% |
| Training completed | 24 | 58 | 18 | 100 |
| 1 year active duty | 35 | 47 | 18 | 100 |
| 2 years active duty | 27 | 51 | 22 | 100 |
| 3 years active duty | 19 | 55 | 26 | 100 |
| Present | 02 | --- | 98 | 100 |

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Favorable Features of a Navy Career. The respondents were asked to consider the most favorable features of a Navy career. They were presented with 9 choices and were directed to check as many as applied. The results are shown in Table 8.

TABLE 8
Most Favorable Features of a Navy Career

| FEATURE | PERCENT |
|---------------------------------|---------|
| Opportunity for new experiences | 78 |
| Retirement pay | 57 |
| Promotion opportunities | 39 |
| Training | 39 |
| Prestige of position | 30 |
| Active duty pay | 26 |
| Social life | 22 |
| Job security | 15 |
| Some other benefit | 20 |

Approximately 8 in 10 of these officers considered "opportunity for new experiences" as the most favorable feature of a Navy career. "Retirement pay" (57%), "promotion opportunities" and "training" (each 39%), were the next most frequently checked as favorable features. "Job security" (15%), "social life" (22%), and "active duty pay" (26%) were the three favorable features having the lowest frequency of response.

Almost all (98%) of these officers indicated that they surely or probably would advise a younger brother to enter one of the Navy Officer Programs.

Career Expectations. The respondents were asked to indicate the highest rank they expected to attain. Thirteen percent indicated that they expected to attain the rank of Rear Admiral or above, 46% expected to attain the rank of Captain, 37% the rank of Commander, and 4% indicated ranks below Commander.

When asked how many years of Naval service they hoped to complete before retiring, 33% indicated 20 years, 46% 25 years, and 17% 30 years of service, while 4% indicated less than 20 years.

Perceived Self Confidence. Respondents were asked to rate themselves in comparison to other officers of similar rank and designator as to overall confidence in their ability as a Naval officer. Almost half (48%) indicated they were well above average, 39% just above average, 9% average, and 4% just below average.

Attitudes of Wives Toward the Navy. Ninety-seven percent of the married officers in this sample indicated that their wives had a quite favorable attitude toward the Navy as a career for their husbands.